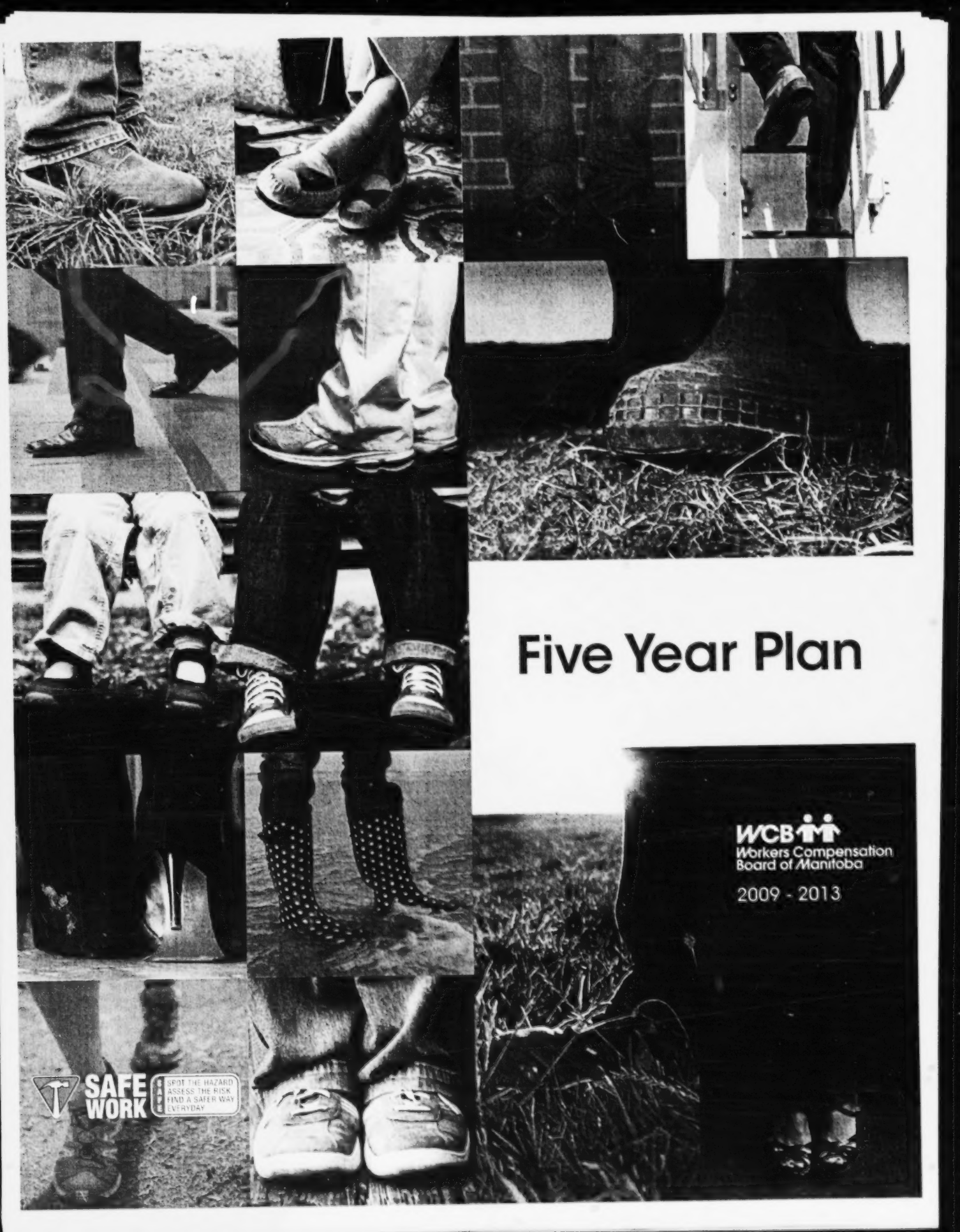



# Five Year Plan

WCB
Workers Compensation Board of Manitoba

2009 - 2013

# Vision, Mission and Values

## Vision

**SAFE Work – A Way of Life**

## Mission

Working with its partners, the Workers Compensation Board of Manitoba (WCB) promotes safe and healthy workplaces, promotes recovery and return to work, provides compassionate and supportive compensation services for workers and employers and ensures responsible financial stewardship.

## Values

We are committed to being a safe workplace that:

- Operates with fairness, integrity and respect
- Provides services that are fast, easy, caring, right and clear
- Strives for excellence
- Manages our resources efficiently and effectively
- Operates in an open and transparent manner
- Is accountable to the public and our partners
- Develops our staff and provides a supportive, innovative and creative environment
- Meets the diverse needs of our clients in a comfortable and welcoming way
- Provides a respectful and diverse workplace reflective of Manitoba
- Works collaboratively with our partners
- Is a valued member of the community

# Introduction

Each year the WCB develops a Five Year Plan – its vision for the future. Over the next five years, the WCB will continue to focus on creating a culture of safety and health in Manitoba as the organization works together with the Workplace Safety and Health Division, employers and workers to make all workplaces safer. The WCB has a responsibility to injured workers and their families to help them return to health and work in a timely and safe manner. As well, the WCB remains committed to making continuous improvements in the way services are provided to all of the organization's valued stakeholders.

The WCB operates according to four themes that provide an operational framework for how the organization conducts its business:

**Prevention**
Preventing Injuries and Illnesses through Promotion, Protection and Education

**Recovery**
Returning Workers to Health and Work

**Service**
Continuously Improving Services to Workers and Employers

**Stewardship**
Effectively Managing Human, Technological and Financial Resources

This Five Year Plan looks to the future, outlining significant initiatives that will build on the strategies for success in each of four operational areas. For information on the WCB's current activities, please refer to the 2008 Annual Report.

# Prevention

## Goal: Reducing the workplace injury rate

**Strategies:**
To enhance the safety of Manitoba workplaces, the WCB will provide prevention services to industries, including those newly covered, and encourage effective safety and health programs in their workplaces.

To expand prevention knowledge, the WCB will enhance the functionality and content of the SAFE Manitoba website and develop a long term plan for enhancing youth safety.

To build prevention capacity, the WCB will invest in staff's prevention knowledge and develop online SAFE Work reports.

## Goal: Promoting a culture of SAFE Work in Manitoba

**Strategies:**
To enhance and promote SAFE Work practices across Manitoba, the WCB will continue to run prevention based public awareness campaigns.

To build partnerships and foster champions, the WCB will focus on the impact that leadership can have in creating a safety culture by engaging workplaces in research activities and promoting a leadership summit.

To strengthen the business case for prevention, the WCB will enhance communications about how effective safety and health programs can reduce assessment rates and minimize the impact of workplace injuries and illnesses.

To be a leader in workplace safety and health, the WCB will pursue best practices for the organization's internal workplace safety and health program.

**Five Year Targets:**

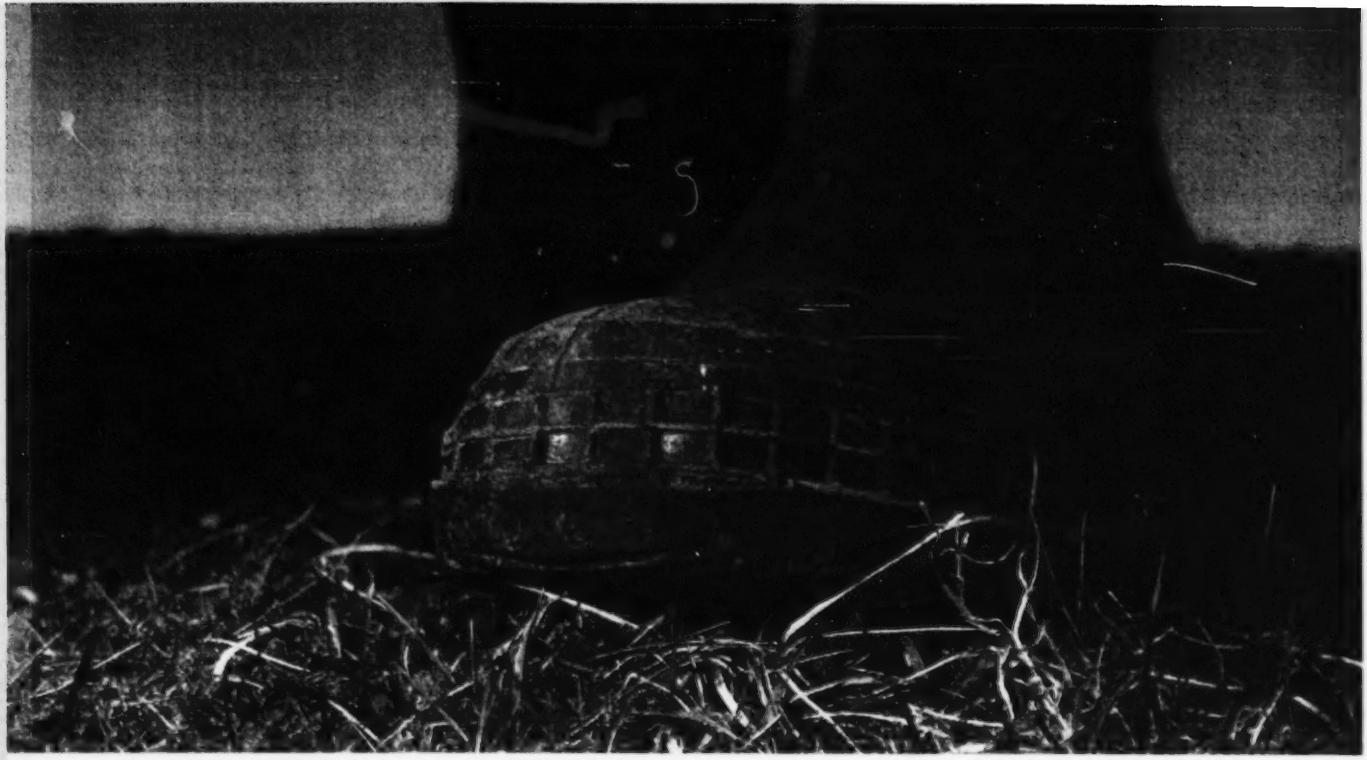
- Reduce the time loss injury rate to 3.5 per 100 full time workers, in addition to reducing the number of serious injuries and traumatic fatalities.
- Reduce the number of Manitobans who believe workplace injuries are inevitable to 30 per cent.

# Recovery

## Goal: Improving support for workers' timely return to health

**Strategies:**
To improve the quality and timeliness of medical information and advice received from internal healthcare professionals, the WCB will change processes in the organization's pain management unit to better support workers suffering from pain, develop online medical training for staff, and launch a pilot project integrating healthcare professionals into a case management team.

To improve the quality and consistency of medical advice received from external healthcare professionals, the WCB will deliver external community healthcare education, investigate ways to improve healthcare services and implement early intervention strategies to enhance return to work programs.



### Goal: Improving support for workers' timely and sustainable return to productive work

**Strategies:**

To support employers in implementing return to work and disability management programs, the WCB will provide disability management services to industries, including those newly covered, and encourage more employers to develop return to work and disability management programs.

To support and educate staff, the WCB will promote disability management training and certification and strengthen return to work and disability management cross training.

**Five Year Targets:**

- Achieve an average of 8 out of 10 on injured worker satisfaction with return to work support.
- Achieve an average claim duration of 37 days.

## Service

### Goal: Developing a stronger service culture

**Strategy:**

To ensure all WCB staff view service as one of their highest priorities, the WCB will continue the *Good to Great* program for service leadership and focus on internal customer service.

### Goal: Improving service to injured workers

**Strategies:**

To provide prompt service, the WCB will expand the number of employers who use online claim reporting, enhance the electronic claim file system and develop more options for service delivery.

To provide compassionate service to injured workers, the WCB will implement recommendations from a review of the specialized services unit which deals with the WCB's most at risk injured workers, and look at ways to better address the language, culture and literacy needs of stakeholders.

### Goal: Improving service to employers

**Strategies:**
To improve employers' satisfaction with service, the WCB will improve co-ordination of services to employers, implement process and technology improvements in assessment services, and implement an employer segmentation strategy.

To extend coverage, the WCB will reach out to newly covered industries and market voluntary coverage.

### Goal: Delivering high quality services

**Strategies:**
To exceed quality expectations, the WCB will enhance training in payments and in the area of occupational disease. The organization will also develop new approaches to further strengthen control in claims and focus on ensuring quality in assessment services.

**Five Year Targets:**

- Achieve at least 80 per cent on the WCB service culture index.
- Pay at least 70 per cent of injured workers within 14 days of injury.
- Achieve 8 out of 10 in injured worker satisfaction.
- Achieve 8 out of 10 in employer satisfaction.
- Achieve at least 95 per cent in quality of claim management.

## Stewardship

### Goal: Achieving operational excellence

**Strategies:**
To achieve operational excellence, the WCB will develop a long term strategy for telephone services and improve business processes.

To ensure business continuity, the WCB will update and test the organization's business resumption plan, implement a pandemic plan and integrate these plans into one comprehensive strategy.

To implement major accounting changes as required, the WCB will develop new accounting policies to comply with international financial reporting standards.

To strengthen performance measurement, the WCB will identify and implement new key performance indicators.

To maintain reliable, available and secure information technology infrastructure, the WCB will create enhanced system management capabilities and improve the organization's capacity to store, back up and recover data.

### Goal: Maintaining financial strength

**Strategies:**
To ensure continued fiscal responsibility, the WCB will enhance prudent financial management and strengthen internal control systems.

To ensure value in program expenditures, the WCB will undertake a claim management process renewal project in the rehabilitation and compensation services area.

To strengthen internal control systems, the WCB will implement the 2009 internal audit plan and undertake related activities.

## Goal: Identifing and managing risk

**Strategy:**
To identify and mitigate risks to reach the WCB's objectives, the organization will enhance the risk management plan.

## Goal: Building organizational strength through people

**Strategies:**
To foster an environment where staff are actively engaged in contributing to the WCB's goals, the organization will enhance understanding and application of the performance and development system, advance leadership development and negotiate a new collective agreement.

To provide a sound foundation for staff to achieve the WCB's goals, the organization will enhance the disability management program.

To actively participate in the larger Manitoba workplace, the organization will develop the WCB employee care model and continue with the workforce planning strategy.

## Goal: Enhancing reputation and stakeholder confidence

**Strategies:**
To be a valued member of the community, the WCB will reach out to newly covered industries, including those in rural Manitoba.

To better reflect the WCB's strengthened prevention mandate, the organization will explore a re-branding strategy.

To promote and support WCB brands internally, the organization will enhance the corporate intranet.

**Five Year Targets:**

- Achieve at least 80 per cent on the WCB's efficiency and effectiveness measure.
- Grow reserves toward the funding policy target level.
- Achieve an average of 80 per cent on WCB employee engagement measures.
- Increase the number of Manitobans who believe the WCB makes a positive contribution to the province to 70 per cent.

# 2009 – 2013 Budgeted and Projected Financial Statements

In 2009 and beyond, the WCB will continue its work in Prevention, Recovery, Service and Stewardship. The organization's financial plans include projections for operating surpluses and corresponding growth in reserve balances. These projections indicate the WCB will maintain its fully funded status as well as a funding ratio of about 107 per cent throughout the Five Year Plan.

The WCB is planning for conversion to International Financial Reporting Standards (IFRS) from Canadian generally accepted accounting principles effective January 2011. As the financial impact of this change is not yet determined, the projections for 2009 to 2013 do not include any estimates related to IFRS.

**WCB revenues include:**

**Premium revenue:** this amount represents a combination of estimated annual assessable payroll and the average assessment rate, using reasonable assumptions for economic and inflationary growth. The average assessment rate used in the Five Year Plan is $1.60.

**Investment revenue:** this amount represents a return that is consistent with the WCB's investment portfolio profile. A steady rate of return is used throughout the Plan, as it is not possible to predict investment markets. Actual results in this area will vary and fluctuations can be significant.

**WCB expenses include:**

**Claim costs:** this amount assumes the injury rate will decline during the Five Year Plan period and includes a reasonable assumption for cost inflation. Fluctuations in claim costs can occur if there is an increase to injury rates, very expensive claims, a change in the mix of old and new claims, or a change in claim duration.

**Operating expenses:** this amount represents salaries, employee benefits, infrastructure, the Appeal Commission, the Research and Workplace Innovation Program and administrative costs. In 2009 and beyond, estimates include a reasonable assumption for inflation.

## Proforma Balance Sheet (unaudited)

As at December 31
(000's)

| | 2008 Actual | 2009 Budget | 2010 Projection | 2011 Projection | 2012 Projection | 2013 Projection |
|---|---|---|---|---|---|---|
| Assets | $ 998,564 | $ 1,034,561 | $ 1,074,233 | $ 1,115,541 | $ 1,159,932 | $ 1,208,352 |
| Liabilities | 936,981 | 970,485 | 1,004,442 | 1,039,191 | 1,076,956 | 1,115,695 |
| Funded position | 61,583 | 64,076 | 69,791 | 76,350 | 82,976 | 92,657 |
| | $ 998,564 | $ 1,034,561 | $ 1,074,233 | $ 1,115,541 | $ 1,159,932 | $ 1,208,352 |
| Funding Ratio | 106.6% | 106.6% | 106.9% | 107.3% | 107.7% | 108.3% |

## Proforma Statement of Operations and Comprehensive (Loss) Income (unaudited)

For the years ending December 31
(000's)

| | 2008 Actual | 2009 Budget | 2010 Projection | 2011 Projection | 2012 Projection | 2013 Projection |
|---|---|---|---|---|---|---|
| Projected average assesment rate | $ 1.62 | $ 1.60 | $ 1.60 | $ 1.60 | $ 1.60 | $ 1.60 |
| Premium revenue | $ 247,887 | $ 243,657 | $ 253,197 | $ 263,143 | $ 273,937 | $ 284,416 |
| Investment income | 45,035 | 56,024 | 58,009 | 60,107 | 62,363 | 64,841 |
| Revenue | 292,922 | 299,681 | 311,206 | 323,250 | 336,300 | 349,257 |
| Claim costs incurred | 263,127 | 235,505 | 241,735 | 251,356 | 263,070 | 271,877 |
| Operating expenses | 59,793 | 63,500 | 65,848 | 67,725 | 69,424 | 71,165 |
| Total expenses | 322,920 | 299,005 | 307,583 | 319,081 | 332,494 | 343,042 |
| Operating (loss) surplus | (29,998) | 676 | 3,623 | 4,169 | 3,806 | 6,215 |
| Other comprehensive (loss) income | (166,319) | 1,817 | 2,092 | 2,390 | 2,820 | 3,466 |
| Total comprehensive (loss) income | $ (196,317) | $ 2,493 | $ 5,715 | $ 6,559 | 6,626 | $ 9,681 |

Always on the Job

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